

WORKBOOK



AACI Leadership Diversity and Development Initiative

November 8-9, 2022

Loews Chicago O'Hare Hotel
Rosemont, IL

Leadership Diversity and Development Initiative Steering Committee

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Meeting App and Social Media

The agenda, presentations, and attendees list are also available on the meeting app. To access the app:

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- Log in with the name and email used during registration.
- You will receive a 6-digit verification code. Enter your code and log in.
- Within the Cvent Events app, search for “2022 AACI Leadership Diversity and Development Initiative Workshop” and download the meeting.

The meeting app can also be accessed on your desktop at: <https://cvent.me/NvoDZB>

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Welcome to the first annual Association of American Cancer Institutes (AACI) Leadership Diversity and Development Initiative (LDDI) Workshop! I am thrilled that 99 participants—including more than 80 emerging leaders—have registered for the new event, demonstrating AACI members' commitment to promoting cancer health equity.

Last year, informed by data from an AACI survey showing dramatic underrepresentation of women and ethnic and racial minorities in cancer center leadership, I dedicated my AACI presidential initiative to leadership diversity and development. This workshop is one component of the initiative.

Over the next day and a half, renowned leadership coaches and consultants will provide didactic and experiential training in persuasive communication, negotiation, and leading with authenticity and impact. Discussions will address identifying and mentoring emerging leaders and pinpointing what deans, CEOs, and chairs want from cancer center leaders. A panel of AACI cancer center leaders will share their experiences forging their own paths to cancer center leadership, and participants will have ample opportunities for networking.

I would like to thank AACI's LDDI Steering Committee for all its hard work. Over the past year, this group has collaborated with AACI to develop recommendations for ensuring diversity and fostering a culture that supports career development. The steering committee developed an engaging agenda for this workshop and is building a toolkit of best practices for AACI cancer centers.

Sincerely,

Caryn Lerman, PhD

Director, USC Norris Comprehensive Cancer Center

President, Association of American Cancer Institutes



Agenda

All sessions will be held in Louvre Ballroom 1 and 2, unless otherwise noted.

Tuesday, November 8

8:00 – 9:00 am **Breakfast and Networking – Louvre Ballroom 3**

9:00 – 9:30 am **Welcome and Overview**

Dr. Caryn Lerman

USC Norris Comprehensive Cancer Center

David Chow

Leading Together

9:30 am – 1:00 pm **Workshop 1: Leading With Authenticity and Impact**

Many workplaces have transformed from hierarchical leadership models to leadership styles focused on authenticity, transparency, and open dialogue. This workshop will provide attendees with an overview of how emerging leaders can transfer their skills as subject matter experts to become trusted advisors who demonstrate authenticity, purpose, and presence.

David Chow

Leading Together

1:00 – 2:00 pm **Lunch and Networking – Louvre Ballroom 3**

2:00 – 3:30 pm **Panel Discussion: Navigating the Pathway to Cancer Center Leadership**

The path to becoming a cancer center leader varies across individuals and institutions. To help new and emerging leaders accelerate their own career trajectories, presenters will share the diverse experiences that laid the foundation for their current roles. Panelists represent a broad variety of cancer center catchment areas, specialties, and personal backgrounds.

Moderator: Dr. Chanita Hughes Halbert

USC Norris Comprehensive Cancer Center

Dr. Michelle Le Beau

The University of Chicago Medicine Comprehensive Cancer Center

Dr. Kunle Odunsi

The University of Chicago Medicine Comprehensive Cancer Center

Dr. Cornelia Ulrich

Huntsman Cancer Institute, University of Utah

Dr. George J. Weiner

Holden Comprehensive Cancer Center, University of Iowa

3:30 – 4:30 pm **Discussion: Identifying and Mentoring Emerging Leaders**

Presenters will share best practices for identifying and mentoring emerging cancer center leaders. Discussion with participants will include potential barriers to career advancement and how to overcome them, with a particular focus on advancing women and underrepresented minority faculty into leadership roles.

Marcy B. Waldinger

University of Michigan Rogel Cancer Center

Marcy B. Waldinger Consulting, LLC

Dr. Robert A. Winn

VCU Massey Cancer Center

Agenda



- 4:30 – 5:00 pm **Break**
- 5:00 – 6:00 pm **Networking Reception – Grand Foyer**
- 6:00 pm **Dinner (on your own)**

Wednesday, November 9

- 8:00 – 9:00 am **Breakfast and Networking – Louvre Ballroom 3**
- 9:00 am – 12:30 pm **Workshop 2: Influential Communication for Leaders**
Persuasive communication requires a range of skills, especially for leaders of cancer centers who must partner with other institutional leaders and/or seek institutional support. From negotiating like a CEO to handling difficult conversations with colleagues, this workshop will offer strategies for successful persuasion within an experiential learning framework.
Ephraim Schachter
CSuite Accelerator
Schachter Consulting LLC
- 12:30 – 12:40 pm **Break**
- 12:40 – 1:40 pm **Lunch Session: What Do Deans, CEOs, and Chairs Want From Their Cancer Center Leaders?**
The success of cancer centers within academic medical centers requires strong alignment with department chairs, deans, and health system CEOs. For cancer center directors, this alignment may require responding to different or shifting expectations and metrics of success. Panel members will share their views on what makes a successful cancer center and center director.
Moderator: Dr. Caryn Lerman
USC Norris Comprehensive Cancer Center
Dr. Jay L. Hess
Indiana University School of Medicine
Thomas E. Jackiewicz
University of Chicago Medical Center
Dr. Jehni Robinson
Keck School of Medicine
University of Southern California
- 1:40 – 1:45 pm **Closing Remarks**
Dr. Caryn Lerman
USC Norris Comprehensive Cancer Center



Presenters



David Chow, MA, MS, PCC, EIA

Certified Executive Coach

Leading Together



Jay L. Hess, MD, PhD, MHSA

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WORKSHEETS

Workshop 1: Leading With Authenticity

Shield Introduction

Name, Role, Institution:

Fun Fact About Yourself:

Goals for the Workshop:

Defining Authenticity

Authenticity Blockers

Blocker #1: Authenticity Paradox

Blocker #2: Imposter Syndrome

Which of these statements are familiar?

- I tend to remember the incidents in which I have not done my best more than those times I have done my best.
- If I receive a great deal of praise and recognition for something I've accomplished, I tend to discount the importance of what I've done.
- When I've succeeded at something and received recognition for my accomplishments, I have doubts that I can keep repeating that success.
- I often worry about not succeeding with a project or examination, even though others around me have considerable confidence that I will do well.
- I sometimes think I obtained my present position or gained my present success because I happened to be in the right place at the right time or knew the right people.
- I have often succeeded on a test or task even though I was afraid that I would not do well before I undertook the task.
- I'm afraid people important to me may find out that I'm not as capable as they think I am.
- Sometimes I'm afraid others will discover how much knowledge or ability I really lack.
- I avoid evaluations if possible and have a dread of others evaluating me.
- I often compare my ability to those around me and think they may be more intelligent than I am.

Source: <https://paulinroseclance.com/pdf/IPTestandscoring.pdf>

Workshop 1: Leading With Authenticity

Self-Reflection: Tuning Into Your Presence

- What three words best describe you as an individual?
- What is unique about you that leads to your happiest times and best performance?
- Reflect on a specific time—at work or at home—when you were acting in a way that felt “natural” and “right.”

Source: *Presence* by Amy Cuddy

Blocker #3: Need to “Be Good”

What Motivates You—Being Good or Getting Better?

Using the scale below, rate how much you agree with each statement. In other words, rate how true this is of you in general.

Not at all true		Somewhat true		Very true
1	2	3	4	5

1. It is very important to me to do well at school or work compared to my classmates or coworkers.
2. I like having friends who can teach me something about myself, even if it isn't always positive.
3. I am always seeking opportunities to develop new skills and acquire new knowledge.
4. I really care about making a good impression on other people.
5. It's important to me to show that I am smart and capable.
6. I strive to have open and honest relationships with my friends and acquaintances.
7. I strive to constantly learn and improve in school or at work.
8. When I am with other people, I think a lot about how I am “coming across” to them.
9. I feel good about myself when I know that other people like me.
10. I try to do better than my coworkers or classmates.
11. I like to be in relationships that challenge me to change for the better.
12. In school or at work I am focused on demonstrating my ability.

Add up your scores from numbers 1, 4, 5, 8, 9, 10, and 12. Divide this total by 7.

This is your **be-good** score.

Add up your scores from numbers 2, 3, 6, 7, and 11. Divide this total by 5.

This is your **get-better** score.

Source: *Succeed* by Heidi Grant Halvorson

Workshop 1: Leading With Authenticity

Self-Reflection: Priming for "Getting Better"

Authenticity Enablers

Enabler #1: Connect then Lead

As a leader, is it better to be RESPECTED or TRUSTED?



Self-Reflection:
What Emotions Are Evoked?

1. Identify a leader who you perceive as high competence, but low warmth.

What emotions do you experience when you work with this leader?

2. Identify a leader you perceive as both high competence and high warmth.

What emotions do you experience when you work with this leader?

Workshop 1: Leading With Authenticity

Enabler #2: Body Language & Tiny Tweaks

TED Talk: “Your Body Language Shapes Who You Are” by Amy Cuddy

https://www.ted.com/talks/amy_cuddy_your_body_language_may_shape_who_you_are

Closing

- What were your biggest take-aways from today?

- What’s one thing you learned from today’s workshop that you will apply or experiment with?

Workshop 2: Influential Communication for Leaders

“Can I Get Your Support?”



Dr. Denise Jackson

Dr. Jackson is the Cancer Center Director at Sample University. Hired 18 months ago, Dr. Jackson was charged with the cancer center’s turnaround, following three years of declining revenue and a fifteen-point drop in its US News & World Report rankings. In her first year on the job, Dr. Jackson focused her efforts on listening to key stakeholders across the organization, building a new leadership team, upgrading the center’s research, education, and community outreach programs, and launching an inclusive and comprehensive strategic planning process.

The renewal of the Cancer Center’s NCI Cancer Center Support Grant (CCSG) is in two years. Recently, the NCI added new language to encourage sustainability of cancer center mission support, such as funds flow models that provide a proportion of the clinical income to the Cancer Center. This is not something that Dr. Jackson negotiated for at the time of her interview and this is not in her offer letter; however, this may be important for the upcoming renewal of the CCSG and the future sustainability of the Center’s research, education, and outreach missions.

Entering the second year of her five-year contract, Dr. Jackson is focused on obtaining support for an annual cancer center funds flow. She recognizes that there may be push back, not only from institutional leadership, but also from some of the clinical department chairs. In particular, the Chair of Surgery has expressed his concern that such a model would reduce funds for clinical departments and feels that the cancer center already has enough money from Dr. Jackson’s package and philanthropy.

Ana Nieves

Ms. Nieves is CEO of the Sample University Health System. In this role, she has overall responsibility for the strategy, operations, and finances of SU’s hospital system. She has earned a reputation for providing visionary leadership promoting and fostering excellence across SU’s missions.

As with many health systems, the COVID-19 pandemic reduced the health system operating margin at SU and the health system is now running a deficit. That said, patient volume is increasing again, particularly in the cancer service line. Ms. Nieves has a proposal on her desk from a prominent board trustee and loyal donor of the cancer center, expressing her support for additional funding for cancer research.

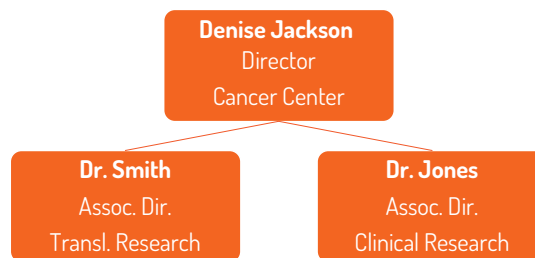
Keith Howe

Dr. Howe is Professor and Chair of Surgery at the SU Medical School. He is a nationally recognized cardiovascular surgeon and a veteran department chair. The other clinical chairs admire his productivity and excellence. The CEO of the SU Health System values his input and the revenue that his department brings to the system. He is revered, but also feared given his forthright style and strong opinions.

Dr. Jackson met with Dr. Howe during her “listening tour” when she first arrived. Dr. Howe expressed his disappointment with how the cancer center had been run in the past but was encouraging and offered his support to make things better. However, more recently, he has expressed concern that his department is not getting a big enough piece of the pie. Dr. Jackson worries that he will not be supportive of the funds flow model.

Workshop 2: Influential Communication for Leaders

Negotiating Like a CEO



Dr. Denise Jackson

Dr. Jackson is the Cancer Center Director at Sample University and a few months into her role she is having some challenges with two of her Associate Directors (ADs). She has tasked the AD for Translational Research and the AD for Clinical Research to work together on a strategy and implementation plan to accelerate cancer drug development. These two ADs have a history of competition and some conflict; however, both are exceptional leaders. Yet, they are not working together effectively; instead, they are each complaining about the other not being helpful and are both sending her individual concepts instead of developing a collaborative concept. Dr. Jackson needs to resolve the situation to foster effective collaboration among these key members of her leadership team.

Dr. Smith

Dr. Smith is AD for Translational Research and was appointed by Dr. Jackson as AD in this newly created role six months into her tenure. He is a nationally recognized translational scientist who is widely sought after by other cancer centers. Although this appointment was part of a retention package, Dr. Jackson enjoys working with Dr. Smith and other members of the Executive Committee and his Department Chair were very supportive of the appointment. Although he is one of the most accomplished scientists in the cancer center, Dr. Jackson is starting to see some arrogance in how he expresses himself in meetings, and some rigidity in his opinions. Dr. Smith doesn't have a problem with Dr. Jones but feels that she is resisting his attempts to meet.

Dr. Jones

Dr. Jones is AD for Clinical in the Cancer Center. She is a nationally recognized clinical scientist who conducts Phase I trials. She has held the AD role for the past six years. She is very accomplished, collaborates with many faculty members across the university, but has issues with Dr. Smith, the AD for Translational Research. Her concerns, and some animosity, centers on her opinion of Dr. Smith's low level of participation and contributions to prior collaborative projects. She also feels that he may not respect her and does not want to work with him. Dr. Jones does travel quite a bit and it is sometimes hard for her to attend meetings.



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